

Competency-based Management for the DoD-wide Contracting Community

Overview Brief

March 2008

Competency-based Management for the DoD-wide Contracting Community

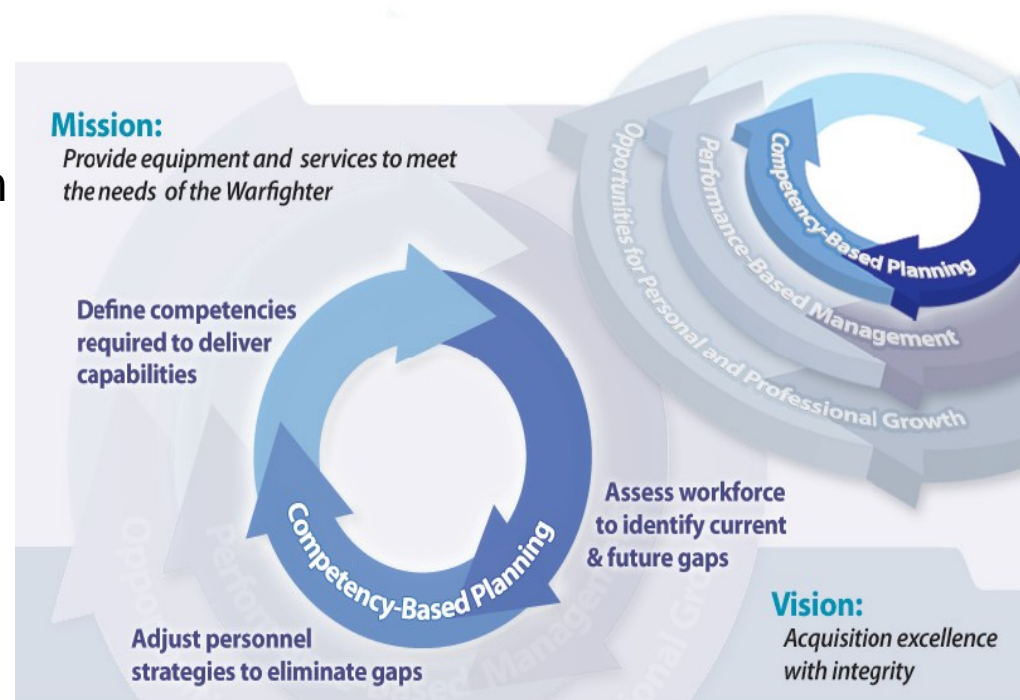
Agenda

- Introduction
- Contracting Competency Model
 - Background
 - Methodology
 - Content
- Contracting Competency Assessment
 - Purpose
 - Methodology
 - Preparation and Training
 - Deployment Schedule
 - Results/Reporting
 - What's Next

Competency-based Management for the DoD-wide Contracting Community

- Perception of Status Quo - Gaps exist in the overall capability of the contracting workforce due to
 - Downsizing in the acquisition workforce in the late 90's
 - Requirements for new skills

- Goal - Determine, with specificity:
 - The competencies required to deliver mission critical capabilities.
 - Where shortfalls in capability exist.



Competency-based Management for the DoD-wide Contracting Community

- The Director, DPAP is working hand-in-hand with DoD's Senior Procurement Executives (SPEs) to develop and execute a human capital plan for the DoD-wide Contracting Community.
- The human capital plan will put in place a continuous competency-based management process to:
 - Define the competencies required for the Contracting Community to deliver mission critical capabilities
 - Assess competencies resident in the Contracting Community and identify gaps for current and future requirements.
 - Align/adjust personnel strategies to address competency gaps and provide opportunities for training and development.

Contracting Competency Model Background

- DPAP, DAU and the Center for Naval Analysis (CNA) developed a **Contracting Competency Model** that
 - Defines behaviors and underlying knowledge, skills, and abilities (KSAs) that define superior job performance for the contracting workforce;
 - Provides insight into the full spectrum of contracting job requirements and career opportunities;
 - Serves as the cornerstone of a human capital strategy to identify and fill capability gaps.

Contracting Competency Model Methodology

Model Development

- Assembled Expert Panel from Contracting Component Representatives
 - Developed framework of competencies needed to by a top performing contracting professional
 - Identified Subject Matter Experts (SMEs) to complete data collection
- Conducted facilitated and online focus groups/data collection with SMEs
 - Part 1: Preliminary Validation Survey
 - Part 2: Key Situation Interviews
 - Part 3: Review Work Functions/Elements, as well as Task, Tools, and Knowledge items
- Resulting Contracting Competency Model consists of:
 - 11 Units of Competence
 - 28 Technical Competencies
 - 10 Professional Competencies
 - 52 Final Elements with Supporting Knowledges

Contracting Competency Model

Content

➤ 10 Technical Units of Competence

- Pre-Award and Award
- Develop and/or Negotiate Positions
- Advanced Cost and/or Price Analysis
- Contract Administration
- Small Business/Socio-Economic Programs
- Contract Termination
- Negotiate Forward Pricing Rates Agreements & Administer Cost Accounting Standards
- Procurement Policy
- Contracting in a Contingent and/or Combat Environment
- Other (includes Construction/ Architect & Engineering)

➤ 1 Professional Unit of Competence (includes 10 Professional Competencies)

- Problem Solving
- Customer Service
- Oral Communication
- Written Communication
- Interpersonal Skills
- Technical Credibility
- Flexibility
- Resilience
- Accountability

Contracting Competency Assessment Purpose

- Between now and July 2008, we will use the Contracting Competency Model to complete a **Contracting Competency Assessment** of all military and civilian members of the DoD-wide Contracting Workforce and their supervisors.
- The purpose of this assessment is to
 - Complete an **inventory of competencies** which exist in the DoD-wide Contracting Workforce
 - Identify current and projected **competency gaps**
 - Support **workforce development** in ways to best fit the strengths and weaknesses of the workforce and the needs of the contracting mission.
- Data from the assessment process may also be used on an individual basis for personal and professional growth by guiding individual development (as agreed to by component/organization involved).

Contracting Competency Assessment

Methodology

- Employee and supervisor/equivalent will assess frequency, proficiency and criticality for each of the technical and professional competencies:
 - **Frequency:** Please rate how often you do this activity in your job.
 - ***Ratings should apply to your current position.***
 - Ratings: 1 - Almost Never, 2 - Rarely, 3 - Occasionally, 4 - Frequently, 5 - Very Frequently, NA - Not Applicable/Not needed in My Job
 - **Criticality:** Please rate how critical the competency element behaviors are to your job.
 - ***Ratings should apply to your current position.***
 - Ratings: 1 - Not Critical, 2 - Somewhat Critical, 3 - Fairly Critical, 4 - Very Critical, 5 - Extremely Critical, NA - Not Applicable / Not needed in My Job
 - **Proficiency-** Please rate how proficient you are at the competency element behaviors.
 - ***Proficiency applies to/considers your entire career***
 - Behavioral statements are provided for each proficiency level (0 - No exposure to, or awareness of, this element, 1 - Awareness, 2 - Basic, 3 - Intermediate, 4 - Advanced, 5 - expert.

Contracting Competency Assessment

Methodology

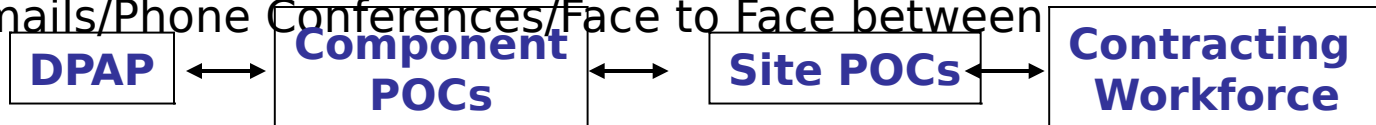
- Results of the employee and supervisor/equivalent assessments will be combined to derive a proficiency score for each technical and professional competency/element
 - The proficiency score will be used to determine **inventory of competencies** for the DoD-wide Contracting Workforce
- Proficiency scores will be compared to one of six proficiency standards at the entry, journey, or senior level to determine **competency gaps** across the DoD-wide Contracting Workforce:
 1. Major Systems
 2. Logistics and Sustainment
 3. Base Operations
 4. Defense Agencies and Research Labs
 5. Construction/Architecture and Engineering
 6. Contracting in a Contingency and/or Combat Environment
- Frequency and criticality data will be used to analyze/prioritize competency gaps such that **workforce development** efforts may focus on needs of the contracting mission.

Contracting Competency Assessment Preparation/Training

- Collect workforce data (**Component**)

Unique ID	Name	Employee Email	Supervisor Email (Supv or Equivalent)	Profile Name/ Mission Area	Organization/ Command	Breakout of Org/ Command	Occupation Series/Mil Mil Equiv	Certification Level the Employee has in Contracting	Certification Level Req For Current Position	Retirement Plan (CSRS or FERS)	Year When Retirement Eligible
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- Coordinate with Human Resources/Labor Relations Professionals (**Component**)
- Populate assessment tool (**CNA**)
- Create workforce awareness (**Component with Assistance from DPAP**)
 - Contracting Competency link on DPAP website
 - Overview Brief
 - Frequently Asked Questions
 - Fact Sheet
 - Deployment Schedule
 - Letters from Senior Leadership
 - Lessons Learned from Phase I/II
 - Training Manuals
 - Emails/Phone Conferences/Face to Face between



Contracting Competency Assessment Deployment Schedule

- Phase I (DLA, Air Force): Jun – Sep 2007 COMPLETE
- Phase II: November – December 2007 COMPLETE
 - Army COE
 - Army CECOM LCMC
 - Army/Marine Corps Military Contingency Workforce
- Phase III/IV: Jan – May 2008
 - Remaining DoD-wide Contracting Workforce

Contracting Competency Assessment Results/Reporting

- Levels of Reporting
 - DoD-wide
 - Component
 - Command/Organization
 - Career Level (Entry, Journey, Senior)
 - Mission Area (Base Operations, Major Systems, Logistics and Sustainment, Defense Agencies and Research Labs, Construction/Architecture and Engineering, Contracting in a Contingency and/or Combat Environment)
 - Individual (Upon Component request only)

- Areas of Analysis
 - Gap Analysis
 - Workforce Projections
 - Future Requirements
 - Demographic Assessment

Competency-Based Management

What's Next?

- Use assessment results to adjust human capital strategies as required:
 - Education, training and development
 - Targeted recruitment and retention
- Refine Contracting Competency Model as required
 - Incorporate lessons-learned from assessment process
 - Combine assessment results and input from subject matter experts (SMEs) to add additional and/or specialty areas as required
- Integrate competency-based management efforts for the DoD-wide Contracting Community into the AT&L human capital strategic plan
 - Establish a continuous process to define and maintain the competencies required to deliver mission critical capabilities